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Look for Wisconsin Personnel Partners at:

**Wisconsin Municipal Clerks
Association**
August 17-19th, Appleton

**Wisconsin Chiefs of Police
Association**
August 4th, La Crosse

Wisconsin Counties Association
September 18-20th,
Milwaukee

Performance Evaluations a.k.a:

"That Time of Year Again?!"

If you're like most managers, the words "evaluation time" strike a fear within you. The task of summarizing an employee's performance over a period of a year is so



disarming to some managers that many have done away with evaluations all together. However, performance evaluations need not be so harrowing.

The first step is to understand why we have performance evaluations. Evaluations contribute largely to an employee's morale, comfort level, sense of importance within an agency and helps to pinpoint areas of improvement and set attainable goals.

Ultimately, performance management is the process by which an agency involves its employees in improving organizational effectiveness in the accomplishment of agency mission and goals.

The second step is to create an effective performance management process. An effective performance management process includes: planning, monitoring, developing, rating, and rewarding.

Planning

Planning is setting performance expectations and goals for employees to channel their efforts toward achieving organizational objectives. Getting employees involved in this process will help them understand the goals of the organization, what needs to be done and why.

Monitoring

Assignments and projects are to be monitored continually to measure performance and provide ongoing feedback to employees. This provides an opportunity to check how well employees are meeting standards and to make changes to problematic standards.

Developing

Developing in this instance means increasing the capacity to perform through training, giving assignments that introduce new skills or higher levels of responsibility, or improving work processes. Providing employees with training and developmental opportunities encourages good performance, strengthens job-related skills, and helps employees keep up with changes in the workplace.

Rating

Rating is evaluating employee performance against the elements and standards in an employee's performance plan and assigning a summary rating system. It is based on work performed during a predetermined period of time. Rating can also be used by personnel as a way of determining grade pay increases.

Rewards

Rewarding is recognizing employees for their performance and acknowledging their contributions. A basic principle of effective management is that all behavior is controlled by its consequences. Those consequences can and should be both formal and informal and both positive and negative.

The third step in making the process of employee evaluation less distressing is to understand the value of a formal meeting between a supervisor and an employee.

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A formal meeting between employee and supervisor will:

- Provide a process that generates honest and open dialogue, including corrective and constructive feedback
- Allow the employee and supervisor to create clear and concise performance standards that reflect key areas of the employee's responsibilities and duties
- Use a combination of resources in which the employee and supervisor gather data to identify the employee's skills, knowledge and attitude and opportunities for growth
- Allow for collaboration in developing and implementation of a training plan and other learning opportunities to assist the employee in attaining his or her job and career goals.

Performance Evaluation meetings are also designed as a means of documenting performance and behavior problems, celebrating milestones, and recognizing achievements.

So when "that time of year" comes around, try to remember all the benefits these evaluations provide to an organization and make the best of them. Make your evaluations into something everyone looks forward to and views as a time to open the communication lines for all things relating to the workplace, both good and bad.

Last but not least, you may want to think about having an annual EVALUATION COMPLETION event. This event can be a banquet, potluck, or some other celebration to motivate both management and employees to schedule and conduct these meetings in a timely and effective manner.

Wisconsin Personnel Partners has years of experience conducting performance evaluations and conducts Performance Evaluation training for managers throughout the State of Wisconsin. So be sure to tap into the wealth of knowledge we have to offer by contacting one of our consultants at (608) 266-1088.

Assessments Help Solve Common Business Problems

Two of three new hires will disappoint in the first year

- 95% applicants will "exaggerate" to get a job.
- Most hiring decisions are made in haste—during the first five minutes of an interview.
- One of three businesses will be sued this year over an employment issue.
- Employee Turnover costs thousands of dollars for every departing employee.
- 80% of employee turnover is avoidable.

Assessments offer a solution

Historically, employers have depended on résumés, references and interviews as sources of information for making hiring decisions. In practice, these sources have proved inadequate for consistently selecting good employees.

- Résumés often contain false claims of education and experience while omitting information that would help employers make better hiring decisions. In a survey of recent college graduates, 95 percent said they would be willing to make a false statement in their résumés in order to get a job. Forty-one percent admitted they had already done so, according to a report in "Nation's Business" (May 1999).
- Business references are of little value because most past-employers will tell you nothing but "name, rank and serial number."
- Interviews have become the most influential factor in hiring and promotion decisions. However, experience shows only a coincidental correlation between the ability to deliver well in an interview and to deliver well on the job. Studies peg this correlation at 14%—one good employee in every seven hires.

Clearly, an essential ingredient for making "people decisions" has been missing from the formula.

The use of assessments can result in increases in productivity while reducing employee relations problems, employee turnover, stress, tension, conflict and overall human resources expenses.

The use of assessments and employee testing has become essential to employers who:

- want to put the right people into jobs
- provide employees with effective training
- help their managers to become more effective and
- promote people into positions where they will succeed.

Wisconsin Personnel Partners has been developing and providing local governments with multiple-choice exams as well as other tools to help evaluate applicants for employment and promotion for over 65 years.

Specialized assessment tools such as oral exams, essay exams, and training and experience questionnaires can also be provided. Wisconsin Personnel Partners can help review and evaluate your selection process and discuss the kind of assessment tool that is most appropriate for the position you want to fill.

Examinations should not be used to replace current selection methods, but used in combination with other recruitment and selection methods to ensure the best candidate is hired for your organization.

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Introducing a New HR Consultant: JEAN FILLNER



Partners is proud to announce the addition of a new team member.

Please join us in welcoming Jean Fillner. Jean comes to us with 15 years of state service. Prior to joining Partners Jean provided recruitment and retention services to Wisconsin's W-2 population.

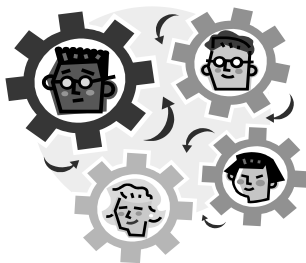
She has conducted workshops on state employment as well instructional workshops on how to use the state's official job announcement website, WiscJobs. As a recruiter Jean has participated in conferences and job fairs around the state and has provided both test preparation training and on-site civil service testing.

In addition to her work as a recruiter, Jean has experience in payroll and benefits, exam development and exam administration. She looks forward to joining Wisconsin Personnel Partners in providing you with the expert HR consultation you expect.

Bringing Your Workforce Plan to Life

Previously we provided you with the fundamentals of workforce planning and explained why you should consider developing a workforce plan for your organization. The goal of this article is to provide you with the necessary tools to begin your own plan.

Planning for the future of an organization requires a process that provides a structured approach in matching human resources with the needs of the organization. This structured approach is what we refer to as a workforce plan.



The first step in beginning your Workforce Plan is to **make sure that at least one high-level manager understands and supports the workforce planning initiative**. Ask them to share key elements of the organization's strategic plan and goals to assist with the focus of the workforce plan. They can lend credibility and

support, and encourage other managers to become involved.

Secondly, **assess what you have already accomplished** in the area of workforce planning. You may have already established recruitment plans and strategies, or implemented a leadership development program. Make sure you've included all organizational programs in your inventory and are not duplicating efforts.

Here it is vital to **do a needs analysis** of your organization taking into consideration what changes your organization may be anticipating, what is the nature of the work, change in objectives and your organization's outlook for the future.

Next, you will want to **create a workforce planning checklist** to make sure that all key areas are covered when you enter the development stage. Your checklist should include topics such as

strategic planning, program plans for the future, budget situation, anticipated environment, supply analysis, demand analysis, GAP analysis, action plan, implement action plan, and monitoring evaluation, and revising.

After developing this checklist it is important to **find out what other jurisdictions or neighboring communities are doing**. If possible develop a means of sharing information and best practices between departments and/or agencies.

You may want to **establish a cross-functional team** of your best and brightest. Empower them to lead the process of designing and implementing the process. Make sure your team has representation across occupational areas and geographical location if necessary.

Now it's time to **select an appropriate workforce-planning model** to provide a framework for analyzing data and making recommendations. Not all workforce plan models fit everyone. It is vital that you select a plan that will best fit the needs of your organization.

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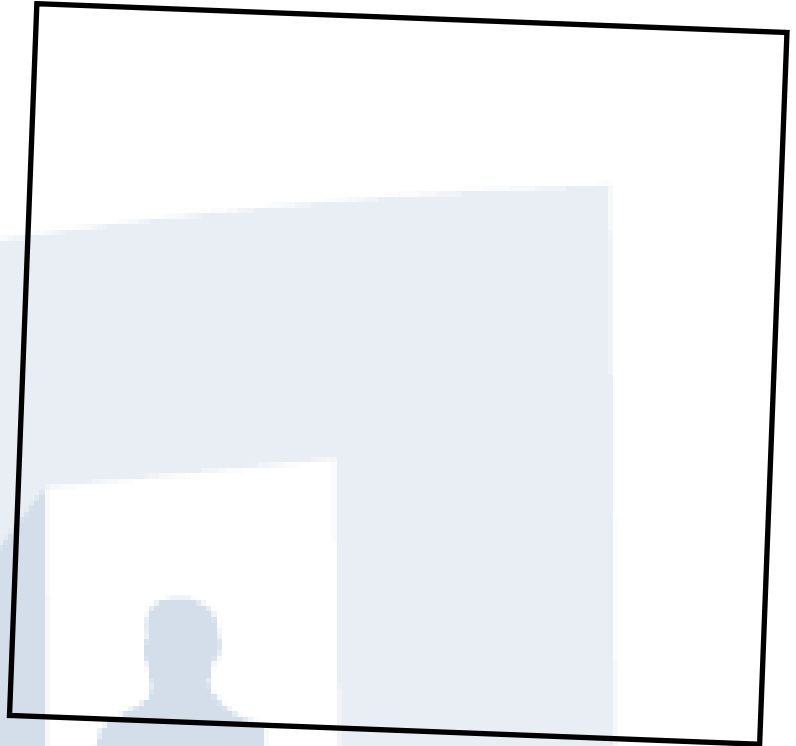
Create Your Workforce Plan:

- Secure management support
- Assess what plans or strategies have already been set in place
- Do a needs analysis
- Create a workforce planning checklist
- Check with neighboring communities
- Establish a cross-functional team
- Select an appropriate planning model
- Develop your plan



Office of State Employment Relations
101 E Wilson Street, 4th Floor
Madison, WI 53702

Phone: 608-266-1088
Fax: 608-267-1000
Email: wpp@oser.state.wi.us



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Assessments

Our multiple-choice exams have helped many jurisdictions understand more about the real knowledge, skills and abilities (KSAs) of their applicants. Wisconsin Personnel Partners has a different, job-related, content-valid exam for just about every position; over 150 different titles. If your position is unique or if one of our stock exams is not exactly

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Workforce

Lastly, it is time to **develop YOUR workforce plan**. Remember to include information such as action items, work assignments, demographics of your current workforce, attrition rates, projections of future requirements, competency or skills gap analysis, and strategies to address human capital needs. In the development stage you will need to **set strategic direction** set a vision, mission, values and objectives. Remember to use a Workforce Planning checklist as your guide.

Wisconsin Personnel Partners has worked closely with The State of Wisconsin on government workforce planning. The facts are that the demographics of today's workforce are continually changing. Let us help you to prepare for the future with a strong and well-balanced organization. To begin your workforce plan or for more information contact

what you are looking for, Wisconsin Personnel Partners will work with you to modify an existing exam or to create a new one to better fit your requirements. Please contact Wisconsin Personnel Partners at (608) 266-1088 for more information about our examination services.

YOUR FACE HERE:

A call for Personal Profiles

We are looking to feature you and your employees of choice in 'Personal Profiles,' a new section of PERSONNEL QUARTERLY.

From management to service, from personnel to the field, and from work to home life, we'd like hear more about you and your workforce.

Who are you, how long have you been in government service, what are your interests and hobbies, what keeps you sane, what drives you crazy, and anything else that makes you unique or makes you YOU.

If interested, please submit articles to wpp@oser.state.wi.us or call (608) 266-1088 with questions.

